

Office of Environmental Management  
Headquarters

Mission and Function Statements

**December 2009**

## **Office of Environmental Management**

The Office of Environmental Management is responsible for the largest nuclear environmental clean up project in the world. After five decades of nuclear weapons production, the legacy of the cold war left 1.5 million cubic meters of solid waste and 88 million gallons of liquid waste for disposition.

The work of EM is done by over 35,000 workers in 35 states, covering 2 million acres. Major mission activities include: constructing and operating facilities to treat radioactive liquid tank waste into a safe, stable form to enable ultimate disposition; securing and storing nuclear material in a stable, safe configuration in secure locations to protect national security; and transporting and disposing of transuranic and low-level wastes in a safe and cost-effective manner to reduce risk. Additional activities include the cleanup of soil and ground water at EM sites, and the decontamination and demolition of thousands of buildings and structures.

Beyond the borders of the United States, EM is involved in several international partnerships, sharing technology and research, receiving and storing nuclear materials from other nations, and entering into multinational liaisons to reduce the environmental liabilities left from nuclear weapons and fuel production. The lifecycle cost of the program is currently estimated to be 330 billion dollars and will span beyond 2060.

## **Assistant Secretary for Environmental Management**

### **Assistant Secretary**

#### Organizational Structure

Immediate Office of the Assistant Secretary: 1 EX; 2 ES; 1 EK; 1 EJ; 6 GS

#### Mission

The Assistant Secretary for the Office of Environmental Management (EM-1) is responsible for the execution of the EM mission to complete the safe cleanup of the environmental legacy brought about from five decades of nuclear weapons development and Government-sponsored nuclear energy research. The Assistant Secretary is responsible for managing and directing the cleanup of 108 contaminated nuclear weapons manufacturing and testing sites across the United States. Specified in that responsibility is the need to safely disposition large volumes of nuclear wastes, safeguard materials that could be used in nuclear weapons, deactivate and decommission several thousand contaminated facilities no longer needed to support the Department's mission, and remediate extensive surface and groundwater contamination.

While progressing with cleanup, EM-1's first priority is to ensure the safety and health of the public and our workforce. The Assistant Secretary carries out the mission through the use of

sound business practices, alternative management approaches, and science and technology to reduce risks and costs within the EM regulatory framework.

### Functions

1. Provides leadership and develops mission strategies, policy and guidance for the Department's environmental cleanup program and associated activities at DOE sites.
2. Provides policy direction and long-term planning to EM field elements and other DOE sites across the complex.
3. Provides budget formulation and execution guidance in a manner that facilitates risk reduction and cleanup.
4. Directs policy for the transition of contaminated Departmental facilities from the initial shutdown, to decontamination and decommissioning, to the eventual disposition.
5. Ensures that the EM organization promotes diversity and equal employment opportunities consistent with applicable Departmental policies and requirements.
6. Serves as the Environmental Management Acquisition Executive. Ensures that EM promotes Small Business initiatives across the complex.
7. Represents the Department regarding its clean-up mission vision to Congress, OMB, State and local authorities, and other stakeholders.
8. Serves as senior political official within EM program responsible for representing the program to the Under Secretary of Energy, Deputy Secretary and the Secretary of Energy.

### **Principal Deputy Assistant Secretary**

#### Organizational Structure

Immediate Office of the Principal Deputy Assistant Secretary: 1 ES; 1EJ; 2 GS

#### Mission

The mission of the Principal Deputy Assistant Secretary (EM-2) is to assist the Assistant Secretary in carrying out program and policy direction under EM's jurisdiction and serves as the alter ego for the Assistant Secretary. The Principal Deputy ensures integrated coordination of corporate initiatives across the Department, provides daily oversight of the Deputy Assistant Secretaries' programs, and ensures overall site integration and operations to ensure line management accountability. The mission also includes serving as the senior official and focal point for providing operational oversight, feedback, interface, and direction to the field offices.

#### Functions

1. Serves as the senior EM official responsible for integration of EM and DOE corporate initiatives with a goal of achieving performance excellence in cleanup

2. Provides analysis of EM performance strategies and progress including cost, scope, and schedule elements to ensure technically sound and efficient solutions to cleanup challenges.
3. Serves as EM management official responsible for operations in the HQ mission programs.
4. Serves as the EM Acquisition Officer and develops EM specific Source Evaluation Board policies and procedures.
5. Serves as first line supervisor (rating official) to EM Field Managers and Assistant Managers for EM (AMEMs).
6. Ensures the responsibilities of the Chief Technical and Chief Business Officers are executed in accordance with EM policy and mission needs.

## **Office of Communications & External Affairs**

### Organizational Structure

Office of the Director: 1 ES; 4 GS (2 GS\*).

### Mission

The mission of the Office of Communications (EM-5) is to provide clear, timely, and consistent communication on the mission and activities within the Office of Environmental Management (EM) including overall goals and progress toward meeting these goals. The Office provides communications to EM's stakeholders both inside and outside the Department and ensures that the totality of EM communications is being handled in an integrated, consistent manner, and that consistent and informative messages and strategies are being disseminated throughout the organization.

### Functions

1. Develops policies, procedures, and guidance for, and advice and assistance to, EM Headquarters and field sites concerning the communications of EM policy and strategies to key stakeholders both within the Department and outside.
2. Develops, plans, coordinates, oversees, directs, implements, and evaluates a multi-faceted EM communications program and strategy. Further, directs and implements an aggressive, integrated, and focused participation program to explain EM program issues, activities, and objectives and to facilitate external participation in the development of EM initiatives.
3. Develops the message to ensure that appropriate information is being communicated to special interest groups; state, local and tribal governments; and other stakeholders.
4. Plans, directs, and manages the development of corporate messages, communication techniques, and strategies and their dissemination throughout EM.
5. Directs the development and maintenance of communication tools for public and internal outreach activities.

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\* position(s) not currently filled; person(s) may or may not have been appointed to act in the job

6. Directs the preparation of press releases for EM-1 and EM-2.
7. Oversees and directs the management of external and internal headquarters websites.
8. Coordinates and provides guidance to the EM Field Offices on field office website content, operations, requirements, and procedures.
9. Directs EM Offices in the review of Congressional testimony.
10. Facilitates interactions with key DOE offices such as Public Affairs and Congressional Affairs.

## Office of Chief Technical Officer

### Chief Technical Officer

#### Organizational Structure

Immediate Office of the Chief Technical Officer: 1 ES\* ; 2 GS\*

#### Mission

The mission of the Office of Chief Technical Officer (EM-3) is to ensure and manage technology development, project management, quality assurance, technical and regulatory analysis and support activities, integrated safety management, safeguards and security, and program and site support related to EM projects. The Office also oversees the EM Recovery Act Program activities. The Office ensures the Field is operating safely and with high standards of engineering excellence. The Office represents EM in frequent interfaces on technology issues with other DOE offices, Congress, and external stakeholders. The Office ensures fulfillment of EM requirements through strategically packaged and coordinated direction to the Field.

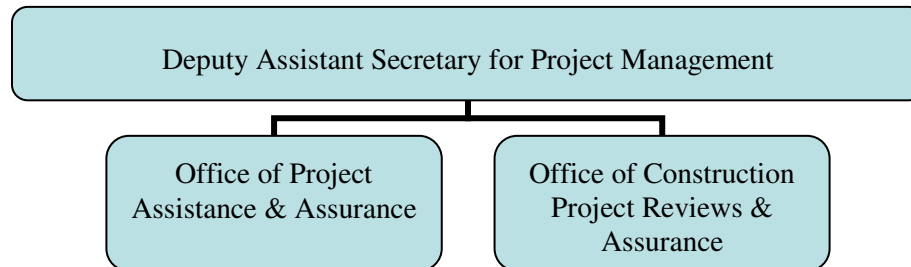
#### Functions

1. Ensures and supports both capital and non-capital clean-up projects and manages the Construction Project Review process for the EM line item capital projects.
2. Ensures and manages DOE/EM-wide Integrated Safety Management implementation oversight activities, the Defense Nuclear Facilities Safety Board (DNFSB) recommendations and issues, standards assurance for major project planning and execution, operational safety and awareness programs, quality assurance programs, safeguards and security, DOE-wide radioactive material packaging/certification program, transportation policy and operational logistics, and various EM line management assessments.
3. Ensures and manages all aspects of the \$6 Billion Recovery Act program. Oversees aggressive project management of the additional investment. Provides leadership and direction to a cadre of skilled workers. Integrates readiness assessments and Site Execution Plans.
4. Ensures, identifies, and advances technologies, processes, and technical practices that improve the performance of Environmental Management projects over their entire lifecycle from planning to disposal. Provides oversight for the highest level of interdisciplinary engineering consultation, guidance, expertise, and continuity in the organization.
5. Ensures the development of policy and guidance on regulatory compliance. Evaluates compliance with requirements of regulatory and compliance agreements including achievement of milestones. Integrates National Environmental Policy Act actions. Responsible for interaction with all external regulators.

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\* position(s) not currently filled; person(s) may or may not have been appointed to act in the job

6. Ensures and manages implementation of EM responsibilities, obligations, and activities at the smaller EM and non-EM sites with emphasis on increasing management accountability at those sites. Provides coordination, integration, and/or resolution of issues at the large sites.



## **Deputy Assistant Secretary for Project Management**

### Organizational Structure

Office of the Deputy Assistant Secretary: 1 ES\* ; 2 GS\*

Office of Project Assistance & Assurance; 1 ES; 16 GS

Office of Construction Project Reviews & Assurance; 1 EJ; 4 GS (2 GS\*)

### Mission

The mission of the Office of Project Management (EM-10) is to address and support the resolution of important and urgent construction and capital asset project management matters. The Office provides construction and capital asset project management authority on behalf of the Assistant Secretary; directs all activities involved with on-site cost, schedule, technical, and management status review of EM projects; evaluates project performance progress; and provides project management assistance and support for all DOE EM field locations. The Office works closely with senior level officials in Headquarters, Federal Project Directors and Field Managers, external stakeholders, and major contractors for the purpose of achieving construction and project management objectives of the Office of Environmental Management.

### Functions

1. Develops policies, procedures and guidance for, and advice and assistance to EM Headquarters and field sites concerning construction and capital asset project management. Informs key stakeholders, both within the Department and outside, of EM construction and capital asset project management policy and strategies.
2. Analyzes progress and performance of EM projects that are subject to DOE Order 413.3A Project Management for the Acquisition of Capital Assets.
3. Establishes and implements comprehensive project performance monitoring and review processes.

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4. Leads the Environmental Management Acquisition Advisory Board (EMAAB) by establishing and implementing procedures for the conduct of EMAAB and change control board process. Serves as the EMAAB Executive Secretariat.
5. Manages the annual validation review of all EM projects for inclusion in the federal budget process.
6. Serves as liaison between EM and the Office of Engineering and Construction Management (OECM) for EM construction and capital asset projects.
7. Serves as principal advisor for the EM construction and capital asset projects to the Office of the Assistant Secretary and the Chief Technical Officer.
8. Conducts comprehensive assessments of EM and field plans and strategies for project management.
9. Directs the Office in the preparation of Congressional testimony related to project management.
10. Provides objective data for organizational results, stakeholder information, and employee perspectives identifying improvement opportunities and carrying out program performance comparisons, which are critical in achieving improved project management.
11. Represents EM on the DOE Certification Board for the Federal Project Directors.

## **Office of Project Assistance & Assurance**

### Mission

The mission of the Office of Project Assistance & Assurance (EM-11) is to manage, integrate, coordinate, and oversee the implementation of project management within EM. This includes development of policy, defining project management requirements, analyzing and supporting Field oversight of project execution, managing the EMAAB processes, and reporting to senior management on project status.

### Functions

1. Manages and implements requirements under DOE O 413.3A, Project Management for the Acquisition of Capital Assets.
2. Coordinates EM preparation for EMAAB decisions on EM projects.
3. Develops policies and procedures for management and oversight of EM construction and capital asset projects.
4. Develops and manages the processes for EM Monthly and/or Quarterly Project Reviews. Conducts independent reviews of projects with poor performance and recommends solutions.
5. Serves as liaison with OECM, provides monthly submissions of EM project data, coordinates with OECM on monthly Deputy Secretary Report, and prepares for quarterly status briefings to the Secretarial Acquisition Executive.
6. Develops EM policy for the development of project baselines. Supports implementation of value engineering principles in baseline planning and execution. Conducts baseline analyses and validation reviews, including validation of earned value management systems.



7. Evaluates progress and performance of construction and capital asset projects against appropriate standards, project baselines, and data that is compiled in the performance measures. Conducts monthly assessments of the performance of projects utilizing IPABS data, FPD and contractor reports, and other data sources. Analyzes the reported earned value information and other project performance indicators for EM projects.
8. Serves as the central EM HQ project management and project documentation repository.
9. Coordinates development of Exhibit 300s (non-IT) and Construction Project Data Sheets for EM construction and capital asset projects.
10. Provides project management support for development and implementation of project management systems to assist HQ and the Field.
11. Provides contractor support resources to the Field through the EM partnership with the U.S. Army Corps of Engineers.
12. Provides risk management support to HQ and the Field for construction and capital asset projects.
13. Supports the management and implementation of the Project Management Career Development Program (PMCDP). Assists Federal Project Directors and other EM personnel in preparation of PMCDP packages. Prepares all presentations for the Certification Review Board.
14. Provides routine forums for communication and exchange of information with Federal Project Directors (FPDs) on initiatives, activities, or issues that are relevant for construction and capital asset projects across the EM complex. Conducts EM Project Management Workshops on a semi-annual basis for FPDs and other project management personnel to enhance knowledge of EM project management topics and lessons learned

## **Office of Construction Project Reviews & Assurance**

### Mission

The mission of the Office of Construction Project Reviews & Assurance (CPRA) (EM-12) is to inform Senior Management to the status and readiness of EM construction projects and their ability to proceed to the next phase. The Office of CPRA validates and reviews that project performance is consistent with the agreed upon mission and project requirements and that each project has reached the appropriate level of maturity consistent with Critical Decision (CD) expectations. The Office will ensure review of each construction project's budget and schedule. The overall purpose of the reviews is to determine, by an independent technical review team, whether the scope of the projects and the underlying assumptions regarding technology, management, cost and schedule baselines and the contingency provisions are valid and credible within the budgetary and administrative constraints under which DOE must function.

The Office of CPRA reviews are intended to meet the Independent Review requirements of DOE Order 413.3A, Program and Project Management for the Acquisition of Capital Assets, which states that DOE recognizes that independent reviews are valuable in assessing the status of its projects.

### Functions

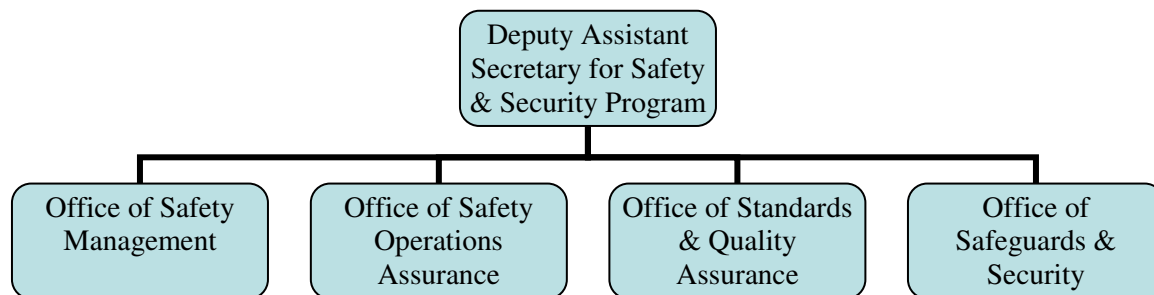
1. Determines if the relationship to the mission of the sponsoring program element is appropriate. Assesses whether the projects meet their baseline within the cost and schedule established or whether alternative solutions may be preferable.
2. Determines whether the proposed projects and their acquisition strategies represent a technically valid, cost-effective, realistic means of accomplishing their stated objectives. The Independent Review process includes the following: an evaluation of all relevant technical, economic, and management factors used to justify the project; an evaluation of all relevant factors used to develop its scope; and a review of the validity of proposed costs, scope, and schedules.
3. Makes constructive recommendations for alternatives or improvements if the approach is found to be unreasonable, not justified, or not integrated into the overall program activities.

Specifically, the independent reviews will address:

4. Project conformance to mission needs and technical work scope documentation
5. Cost estimates: level of detail, basis, risks, contingency planning, funding/obligations/cost plans, integration with schedules, overhead rates, material and labor quantities and rates/quotes, and life cycle costs
6. Schedules: level of detail, activity and logic assumptions, risks, contingency planning, integration with cost estimates, activity logic alignment with technical-scope planning, and resource planning
7. Recommendations and action items from previous reviews Procurement Strategy
8. Business Management: Management organization, staffing, work assignment process, project management control systems, risk management, baseline and technical work management, quality management, and Environment, Safety and Health/National Environmental Policy Act (ES&H/NEPA) compliance

The independent review of a project is to be of sufficient detail, using a graded approach, to permit an objective independent reviewer to reach a supportable conclusion about the project's justification in light of the current mission.

The results of each review are made available to EM management, program management and the applicable field offices, in support of EM programs. The Office of CPRA tracks action items resulting from the review to closure and follows-up on all recommendations made at the review, usually by the subsequent review.



#### **Deputy Assistant Secretary for Safety & Security Program**

## Organizational Structure

Office of the Deputy Assistant Secretary: 1 ES; 3EJ; 3 EK; 5 GS

Office of Safety Management: 1 ES; 5 EK; 5 GS

Office of Safety Operations Assurance: 1 ES; 6 GS

Office of Standards & Quality Assurance: 1 ES\*; 2 EJ; 9 GS

Office of Safeguards & Security: 1 ES; 15 GS (1 GS\*)

## Mission

The mission of the Office of Safety & Security Program (EM-20) is to manage DOE/EM-wide Integrated Safety Management implementation oversight activities, the Defense Nuclear Facilities Safety Board (DNFSB) recommendations and issues, standards assurance for major project planning and execution, operational safety and awareness programs, and quality assurance programs. The Office manages the safeguards and security and emergency management activities for EM. The mission also includes serving as the senior executive official and focal point for providing day-to-day safety operational oversight, feedback, interface and direction to the EM field/operations offices. The DAS represents EM in frequent interfaces with DNFSB and its senior staff and the Chief of Nuclear Safety for the Under Secretary. The DAS oversees startup/restart of nuclear facilities and Operational Readiness Reviews.

## **Office of Safety Management**

### Mission

The mission of the Office of Safety Management (EM-21) is to ensure proper implementation and continuous improvement of Integrated Safety Management Systems (ISMS) in the EM complex and to serve as a focal point for EM safety standards and policy development and interpretation and interfaces with internal/external oversight organizations. It serves as the focal point (liaison function) within EM on all Defense Nuclear Facilities Safety Board (DNFSB) related issues and ensures timely and technically sound resolution of its recommendations and concerns. The office also coordinates activities for delegating authorities for safety functions to the field and safety-related technical qualification activities in support of the Federal Technical Capability Panel.

### Functions

1. Serves as the focal point for development and interpretation of EM safety policy, standards, and guides.
2. Compiles, reviews, analyzes, and monitors EM safety performance data including occurrence reports, Computerized Accident/Incident Reporting Systems (CAIRS), corrective actions, oversight findings, and trends.

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3. Sponsors for EM the development of new, or modifications to existing technical standards.
4. Conducts oversight of the design of safety systems.
5. Provides technical leadership in safety disciplines through Subject Matter Expert staff in areas such as nuclear criticality, radiation protection, fire protection, etc.
6. Maintains awareness of the site safety posture and site project safety performance trends.
7. Serves as EM's liaison to DNFSB on day-to-day activities, and leads/coordinates development of all EM responses to DNFSB recommendations and issues.
8. Serves as liaison to the Under Secretary of Energy's Central Technical Authority staff.
9. Reviews/approves safety basis documents, design analyses, and exemption requests from the field offices on non-delegated nuclear safety design and other relevant nuclear safety management requirements (e.g., fire protection, radiological protection, quality assurance, and safety and health).
10. Ensures proper implementation, and continuous improvement, of EM Headquarters ISMS description. Develops criteria for the field annual ISMS declarations, and participates in field ISMS validation reviews.
11. Identifies nuclear safety, facility and system design/engineering, and operational vulnerabilities; and conducts analyses necessary to cause a prompt resolution or effective path forward for correcting identified issues.
12. Manages EM FRAM process and updates.
13. Coordinates EM/Field safety delegations of authority.
14. Coordinates safety related technical qualification activities, including the DOE Federal Technical Capability Panel commitments for EM.
15. Represents EM on DOE corporate technical training initiatives.
16. Coordinates field input for monthly reports.
17. Serves as EM's focal point for managing Price-Anderson Amendments Act issues.
18. Develops and implements an Occupational Radiation Protection Program.
19. Coordinates EM activities in support of DOE's Operating Experience Program.

## **Office of Safety Operations Assurance**

### Mission

The mission of the Office of Safety Operations Assurance (EM-22) is to provide oversight and assistance to improve the effectiveness of Federal and contractor safety and health oversight programs and management systems such as operational awareness activities, conduct of operations, work planning and execution, and assessments. Through the use of assistance and assessments, the Office helps field activities take action to improve operational safety performance. The Office provides day-to-day awareness of operational safety issues and events at EM sites; helps ensure timely identification and correction of deficient safety conditions; provides advice and assistance on relevant safety innovations, methods, and practices; and verifies the effectiveness of completed corrective actions.

### Functions

1. Manages and assures effective performance of the EM operational safety and health programs and management systems.
2. Evaluates site-specific operational safety performance, and works with sites to develop and implement appropriate actions to resolve site operational safety and related issues on an on-going basis.
3. Evaluates, on a day-to-day basis, information on safety-related occurrences including the Occurrence Reporting System (ORPS) information; and, in coordination with the EM field organizations, ensures that actions appropriate to the seriousness of the events are taken.
4. Evaluates site Conduct of Operations and operational assessment processes including readiness reviews and results and implementation of corrective actions.
5. Manages comprehensive safety oversight plans, and performs line management assessments, consistent with the Department's oversight policy and requirements in DOE Order 226.1, the DOE Worker Safety and Health Program, and ISMS criteria.
6. Serves as EM's focal point for managing DOE Corrective Action Tracking System, approving Corrective Action Plans, and ensuring that actions are closed on time.

## **Office of Standards & Quality Assurance**

### Mission

The mission of the Office of Standards & Quality Assurance (EM-23) is to ensure that the necessary technical, safety, and quality requirements and standards are properly identified and adequately implemented for all line-item, EM capital, and major operating projects and facilities in a timely and technically defensible manner. The Office serves as the focal point for developing key criteria and attributes for evaluating the quality and technical rigor of implementation of the appropriate requirements and standards to support a decision making process for the critical phases of a project. The Office provides leadership and management of a corporate quality assurance (QA) evaluation program to ensure the field implementation of the specific QA and quality control processes applied to the major EM projects, including waste quality matters subject to the Civilian Radioactive Waste Management program.

### Functions

1. Develops a comprehensive Standard Review Plan with clear criteria and lines of inquiries to enable an effective, in-depth evaluation of the various pre-requisite activities for the Critical Decision Phases consistent with the DOE project definitions to ensure that critical DOE Order 413.3A and EM Program technical requirements and standards are adequately implemented in critical functional categories.
2. Supports the "Construction Project Review" process for major construction projects.
3. Develops, implements, and maintains the EM HQ Corporate Quality Assurance Program Plan (QAP).
4. Provides oversight of the QAP implementation in HQ and the field.
5. Implements an EM QA Corporate Board to focus on institutionalizing integration of quality into construction, operating, and D&D work activities.
6. Provides direction, guidance, and technical assistance for HQ reviews of the key D&D

project planning documents, facility/system walk downs, configuration management and controls, and surveillance and maintenance programs.

7. Directs and supports the review of various project planning and execution documents and acquisition strategies to ensure appropriate quality requirements and standards are in place.
8. Interfaces with the Defense Nuclear Facilities Safety Board, DOE Field Elements, other Program Secretarial Offices, and stakeholders on matters concerning quality assurance and standards.
9. Interfaces/coordinates with the Office of Civilian Radioactive Waste Management (RW) and the affected EM sites to assure conformance to the waste quality assurance requirements of RW QARD. Leads and/or coordinates EM/RW high level waste/spent nuclear fuel related QA audits and surveillances at large sites.

## **Office of Safeguards & Security**

### Mission

The mission of the Office of Safeguards & Security (EM-24) is to develop and oversee the implementation of policy and guidance with respect to security and emergency management. It also serves as a liaison with sites and other agencies on security and emergency management issues.

### Functions

1. Serves as the HQ Security Officer with responsibilities in the areas of personnel, facility, and document protection.
2. Serves as the HQ Classification Officer.
3. Serves as the Site Security Desk Officer.
4. Provides guidance and oversight for the design basis threat.
5. Develops and implements the safeguards and security policy and guidance.
6. Provides oversight of Safeguards & Security (S&S) at EM sites through site assessments, ProForce capabilities analysis, vulnerability assessments, etc.
7. Reviews and coordinates development of vulnerability assessments/security analyses to ensure optimal security; develops EM facility security plans.
8. Develops and implements policy and guidance on site surveys.
9. Serves as security liaison with appropriate DOE and other Federal and state agencies.
10. Provides oversight of international safeguards activities, agreements, and policy requirements; and provides consultation to the IAEA.
11. Leads S&S program implementation, integration, and policy coordination including review of proposed foreign acquisitions of DOE contractors.
12. Maintains and coordinates with NNSA updates to the NMIA database
13. Provides technical direction, assistance, guidance to EM for emergency management issues.
14. Provides emergency management oversight at EM sites.
15. Develops and implements an EM-HQ emergency management assistance and assessment program for EM field sites.

16. Develops and implements EM Emergency Readiness Assurance Program.
17. Manages and implements the EM HQ Emergency Management Program and Plan.
18. Provides training for EM HQ Emergency Management Team members.
19. Provides EM HQ exercise support for EM site emergency exercises.
20. Serves as EM HQ point of contact for 24 hour initial notification for Operational Emergency and security incidents at EM sites.
21. Manages and executes the EM HQ Continuity of Operations Program (COOP).
22. Oversees and provides guidance to the EM Field site COOP.

### Environmental Management Recovery Act Program

## **Environmental Management Recovery Act Program**

### Organizational Structure

Office of the Director: 1 ES; 2 EJ; 6 GS

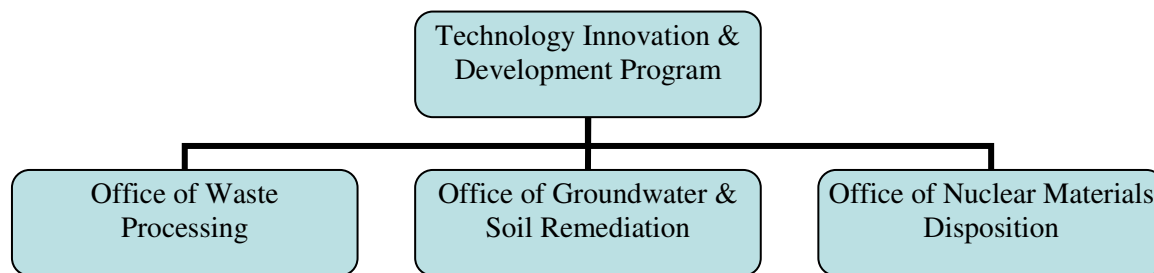
### Mission

The American Recovery and Reinvestment Act of 2009 (Recovery Act) is an unprecedented effort to jumpstart the United States economy, create or retain millions of jobs, and put a down payment on addressing long-neglected challenges to allow the country to thrive in the 21<sup>st</sup> century. The Recovery Act, which was passed by the 111<sup>th</sup> Congress on February 13 and signed into law by the President on February 17, is an extraordinary response to a crisis unlike any since the Great Depression, and includes measures to modernize the nation's infrastructure, enhance energy independence, expand educational opportunities, preserve and improve affordable health care, provide tax relief, and protect those in greatest need.

The Office of Environmental Management Recovery Act Program (EM-3.1) has been created to manage the planning and execution of Recovery Act funded activities. The office ensures transparency of program and project activities in support of the Administration's goal and report progress as required by the Act.

### Functions

1. Manages all aspects of the \$6 Billion multi-site EM Recovery Act Program.
2. Defines the scope, cost, and schedule for each EM Recovery Act Project.
3. Develops work scope and schedules to accelerate footprint reduction.
4. Applies aggressive project management principles to Recovery Projects.
5. Provides leadership and direction to a cadre of skilled workers.
6. Develops, tracks and routinely reports ARRA Program/Project performance metrics.
7. Integrates National Environmental Policy Act actions with ARRA Projects.
8. Integrates readiness assessments and Site Execution Plans.
9. Monitors cost and schedule performance information and assesses cost and schedule efficiency to ensure traceability and audit ability of the work performed.



## **Technology Innovation & Development Program**

### Organizational Structure

Office of the Director: 1 ES; 5 GS (2 GS\*)

Office of Waste Processing: 1 ES; 10 GS

Office of Groundwater & Soil Remediation: 1 ES; 10 GS

Office of Nuclear Materials Disposition: 1 EJ, 7 GS

### Mission

The mission of the Office of Technology Innovation & Development Program (EM-30) is to identify and advance technologies, processes, strategies, and technical practices that improve the performance and reduce the technical risk of Environmental Management (EM) projects over their entire lifecycle from planning to disposal. The Office provides the highest level of interdisciplinary engineering consultation, guidance, expertise, technical review and assistance, and continuity in the organization. It provides EM with development and implementation of engineering concepts, practices, programs, and advanced technologies for improvement of design, construction, and system performance. The Office develops policy and guidance and provides advice on engineering, design, technology development, and technical readiness to all of EM. These policies are in keeping with laws, regulations, and DOE policy requiring responsible engineering practices that ensure that system/facilities designs meet appropriate standards.

The Office leads EM efforts to (1) develop tank waste strategies and technologies that results in an improved, optimized, and less-costly tank waste system; (2) develop strategies and technologies for groundwater and soil remediation; (3) develop strategies for the disposition of strategic, industrial, and special nuclear materials and spent nuclear fuel from within the EM complex; and (4) conduct materials and waste disposition planning and analysis.

The Office also works to reduce total cleanup costs by promoting cross-site integration, standardizing best technical practices, solutions, materials, and processes. The Office maintains

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a cadre of subject matter experts, who work to reduce planning, design, and construction costs and maintenance and operation costs; provide innovative transition to state of the art, beneficial technology and research and development; and leverage lessons learned and feedback.

### Functions

1. Provides engineering/science expertise for Technical Authority Boards and Integrated Project Teams needed for the resolution of project management issues.
2. Interfaces with the National Academy of Sciences on issues of waste processing, groundwater and soil remediation, and nuclear materials and spent fuel disposition.
3. Coordinates and implements the SBIR program.
4. Provides oversight of Savannah River National Laboratory, and integrates work at other national laboratories, as appropriate.
5. Conducts technology readiness assessments, external technical reviews, and risk assessments pertaining to waste processing, groundwater remediation, and nuclear materials and spent fuel disposition.
6. Directs the implementation of international agreements which involve EM.
7. Maintains a cadre of subject matter experts from DOE and other agencies, national laboratories, universities, and private industry.
8. Develops and maintains a Knowledge Management program including the capture and dissemination of operating experience related to waste processing, soil and groundwater remediation, and nuclear materials and spent fuel disposition.
9. Develops new communication products to assure that EM's major stakeholders are educated and informed about advances in engineering practices and technology development, including electronic and print media, and coordinates these products with EM Headquarters' Communications Office.
10. Conducts strategic and program planning for waste processing, special nuclear materials, and groundwater and soils remediation; and ensures coordination with planning efforts for decontamination and decommissioning.
11. Develops budget formulation and execution guidance for waste processing, special nuclear materials, and groundwater and soil remediation activities.
12. Manages the EM International Program.

## **Office of Waste Processing**

### Mission

The mission of the Office of Waste Processing (EM-31) is to lead EM efforts to develop tank waste strategies and technologies that result in an improved, optimized, and less-costly tank waste system. The office develops guidance and provides oversight of EM's waste processing operations and is responsible for the development of technology needed to address waste processing problems. It is also responsible for developing waste processing technical direction and/or assistance to sites to address difficult technical problems. This includes technical reviews and technology readiness assessments.

### Functions

1. Identifies strategies and technologies to improve the tank waste system.
2. Provides technical assistance to field elements to solve specific waste processing problems.
3. Conducts technology development activities to address specific waste processing problems.
4. Provides advice on EM technical risks, engineering, design, technology, and technical readiness.
5. Reviews technical aspects of key projects. Conducts External Technical Reviews as needed.
6. Supports engineering and technology efforts for major waste treatment and processing facilities.
7. Supports field office activities associated with tank waste storage, retrieval, and treatment.
8. Plans and conducts technical reviews of waste determination performance assessments of all waste processing projects.
9. Manages Congressionally-directed activities in the areas of waste processing and other engineering and technical assistance as needed by Headquarters and the Field.
10. Provides technical support for the waste determination process.
11. Leads the Tank Waste Corporate Board
12. Implements the Engineering and Technology Roadmap initiatives.

## **Office of Groundwater and Soil Remediation**

### Mission

The mission of the Office of Groundwater and Soil Remediation (EM-32) is to perform assessments, establish technical criteria and promote cross-site integration. The Office provides guidance for the development and implementation of plans for remediation of groundwater and is responsible for development of technologies needed to reduce risk from groundwater contamination. It is also responsible for providing technical direction and/or assistance to sites in resolving difficult technical groundwater and soil remediation problems.

### Functions

1. Reviews all soil and groundwater remedies.
2. Provides support for risk-base cleanup standards across sites.
3. Provides technical assistance to field elements in solving specific groundwater and soil remediation problems.
4. Conducts technology development activities to address specific groundwater and soil remediation problems.
5. Interfaces with Interstate Technology and Regulatory Council (ITRC).
6. Coordinates and participates in the activities of Strategic Environmental Research and Development Program and the Environmental Security Technology Certification Program.

7. Provides direction and oversight of EM activities at supporting institutions, such as the Savannah River Ecological Laboratory.
8. Coordinates and participates in the activities of the DOE Office of Science Environmental Remediation Science Program (ERSP) by reviewing proposals and collaborating on research.
9. Monitors natural attenuation projects in support of alternative solutions to reaching an end state.
10. Monitors Congressionally-directed activities in soil and groundwater programs.
11. Develops and implements institutional controls policy.
12. Provide technical support for performance assessments.

## **Office of Nuclear Materials Disposition**

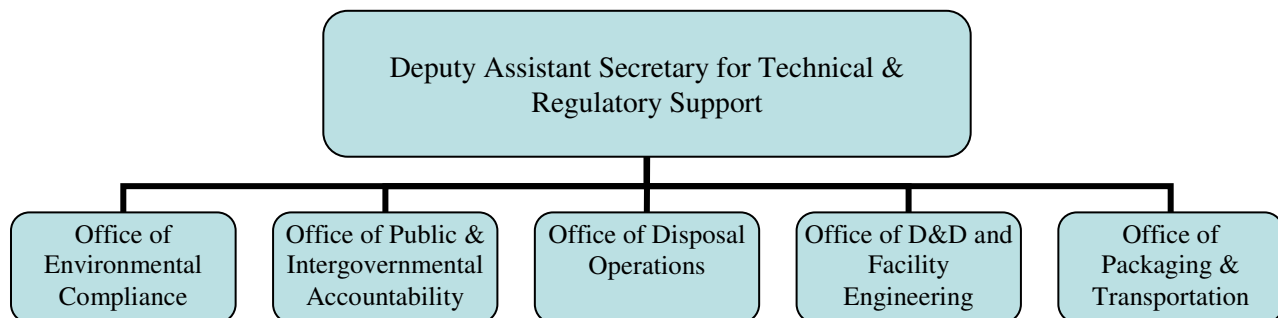
### Mission

The mission of the Office of Nuclear Materials Disposition (EM-33) is to perform analyses, develop and recommend program strategies for management and disposition of EM nuclear materials, spent nuclear fuel (SNF), and other surplus nuclear materials for EM. Responsibilities include developing integrated management and disposition strategy documents for surplus special nuclear material (SNM), SNF, and other surplus materials; conducting trade studies and performing life-cycle alternatives analysis; providing out-year budget integration and program planning support; and interfacing with other DOE program offices to assure integrated planning, coordination, and timely resolution of cross-cutting issues involving surplus nuclear materials.

### Functions

1. Performs cross-cutting analyses to determine the optimal utilization of resources for management and disposition of SNM, SNF, and other surplus nuclear materials.
2. Coordinates EM's surplus plutonium disposition activities with NNSA.
3. Ensures EM interests are represented by assisting and coordinating with NNSA in negotiations with foreign governments for future receipts of the Foreign Research Reactor SNF at EM facilities, consistent with the Department's commitments on the Foreign Research Reactor return program and Global Threat Reduction Initiative (GTRI).
4. Works closely with International Atomic Energy Agency (IAEA) and national laboratories regarding technology development for the management of SNF and nuclear materials.
5. Coordinates H-Canyon HEU down-blending activities with NNSA, consistent with the January 2009 Agreement to provide LEU to TVA and for potential future modifications to that agreement.
6. Develops and coordinates integrated strategies, planning documents and guidance supported by life-cycle cost, scope, and schedule for management and disposition of EM's inventory of surplus SNM (such as Pu-239, HEU, and U-233), SNF, and other surplus nuclear materials (such as Pu-238), and GTRI nuclear material, including GAP material SNF.

7. Identifies disposition barriers and issues and recommends path forward to address these barriers and issues as well as complex-wide integration and optimization opportunities for surplus SNM, SNF, and other surplus nuclear materials.
8. Oversees the National SNF Program.
9. Represents EM in Departmental forums related to SNM and SNF disposition and maintains the EM interface with SC, NE, RW, Naval Reactors, and NNSA on matters related to SNM, SNF, and other nuclear materials.
10. Represents EM in Departmental nuclear materials coordination and integration activities being conducted by the Office of Nuclear Materials Integration (NA-58).
11. Represents EM on the Nuclear Materials Advisory Board (NMAB).
12. Leads and coordinates the preparation of reports and other documents as may be required by Congress or other governmental elements or outside organizations related to its areas of responsibility.
13. Provides EM Headquarters coordination and oversight of SNM, SNF, and other nuclear material activities at EM sites.



## **Deputy Assistant Secretary for Technical & Regulatory Support**

### Organizational Structure

Office of the Deputy Assistant Secretary: 1 ES; 3 GS

Office of Compliance: 1 ES; 1 EJ; 11 GS

Office of Public & Intergovernmental Accountability: 8 GS; 6 ED

Office of Disposal Operations: 1 ES, 17 GS

Office of D&D and Facility Engineering: 1 ES, 1 SL; 15 GS

Office of Packaging & Transportation: 1 ES, 10 GS

### Mission

The mission of the Office of Technical and Regulatory Support (EM-40) is to lead on matters related to EM's legal and regulatory responsibilities defined by laws, negotiated or stipulated compliance agreements, DOE policies and Orders, and Defense Nuclear Facilities Safety Board (DNFSB) milestones. The Office also supports the implementation of EM waste and materials disposition activities in the field. The Office supports resolution of issues related to disposal operations and, where appropriate, provides the complex-wide integration of operational

disposition activities. In addition, this Office serves as the primary interface with stakeholder groups both within and outside the Department. The Office performs analyses, and develops and recommends technical and regulatory strategies integrated across the full spectrum of EM mission activities to inform program management, strategic planning, budget formulation and decision-making. The mission includes management of DOE-wide radioactive material packaging/certification program, transportation policy and operational logistics. The DAS is the Headquarters Certifying Official for the hazardous (including radioactive) material package certifications and the associated audits and inspections.

## **Office of Environmental Compliance**

### Mission

The mission of the Office of Environmental Compliance (EM-41) is to develop policy and guidance on regulatory compliance. It is also responsible for conducting analysis and evaluation of regulatory options for cleanup and compliance with environmental statutes, regulations, agreements, and DOE orders. It is responsible for interaction with external regulators and for sharing compliance lessons learned.

### Functions

1. Serves as the National Environmental Policy Act (NEPA) compliance office for EM including providing guidance, advice and technical assistance on NEPA issues and documents to include coordination with other DOE offices.
2. Reviews, analyzes and provides guidance on environmental laws and regulations, compliance agreements, permits, and determines EM environmental authorities. Integrates the analysis with program planning and budgeting.
3. Maintains compliance agreement milestone database and routinely reports on status.
4. Serves as primary interface with external regulators: Environmental Protection Agency (EPA), Nuclear Regulatory Commission (NRC), state regulators, etc. Monitors and supports negotiations of agreements, insuring that appropriate resources are used to build the EM negotiation position.
5. Coordinates the waste determination process, consistent with Section 3116 of the National Defense Authorization Act and DOE Order 435.1, *Radioactive Waste Management*, and development and issuance of Disposal Authorization Statements.
6. Maintains and assures implementation of DOE Order 435.1, *Radioactive Waste Management*; including its associated manual and guides.
7. Chairs and operates the Low Level Waste Disposal Facilities Review Group.
8. Ensures all relevant environmental management system activities, as required by DOE Order 450.1A, *Environmental Protection Programs*, and associated executive orders, are implemented.
9. Ensures technical consistency and adequacy of performance assessments.
10. Coordinates communities of practice associated with the office's regulatory responsibilities.

## **Office of Public and Intergovernmental Accountability**

### Mission

The mission of the Office of Public and Intergovernmental Accountability (EM-42) is to develop guidance, monitor, and ensure implementation of DOE Policy 141.2, *Public Participation Policy*, and DOE Order 1230.2, *American Indian and Alaska Native Policy*, DOE Order 1230.2, as revised by DOE Notice 144.1. The Office coordinates EM's interactions with intergovernmental groups, advisory boards, tribal nations, and other affected entities and stakeholders.

### Functions

1. Develops and administers EM's Advisory Board Management Program, which includes EM Site-Specific Advisory Board (EM SSAB), and the Environmental Management Advisory Board (EMAB). Ensures compliance with the requirements of the Federal Advisory Committee Act of 1972 (FACA); the General Services Administration (GSA) implementing regulations; and the DOE Advisory Management Program Manual, DOE M 515.1-1.
2. Participates in developing DOE policies and strategies, and develops and administers EM's National Tribal Government Programs, including interactions with the State and Tribal Government Working Group (STGWG).
3. Administers and supports, by means of grants and cooperative agreements, EM's Intergovernmental Program through institutionalized activities and relationships with various national intergovernmental organizations, including the National Governors Association (NGA), the National Conference of State Legislatures (NCSL), the Energy Communities Alliance (ECA), the national Association of Attorneys General (NAAG), and the Environmental Council of the States (ECOS).
4. Develops and manages EM public participation outreach policy and guidance. Oversees the design and implementation of studies, analyses, and surveys to collect performance information regarding EM's public participation activities.
5. Assures that grants and cooperative agreements implementing the above programs are carried out in accordance with laws, regulations, directives, etc.
6. Monitors state regulatory grants and Agreements-in-Principle, and coordinates with the Office of Environmental Compliance, as appropriate.

## **Office of Disposal Operations**

### Mission

The mission of the Office of Disposal Operations (EM-43) is to provide integration, planning, and analysis for all EM waste streams to ensure that disposal operations are carried out smoothly. The Office is responsible for development of policy and guidance for waste management and disposal, as well as approval of waste disposition plans.

### Functions

1. Conducts strategic and life-cycle analysis on waste disposition to support EM's out-year planning and budgeting activities.
2. Coordinates with Federal Project Directors to identify and resolve both external and internal issues and barriers impacting successful completion of waste disposition pathways.
3. Reviews and approves annual waste management execution plans, including the Waste Isolation Pilot Plant (WIPP) shipping plan and Nevada Test Site (NTS) disposal plans.
4. Reviews and recommends EM sites waste management strategies and proposed changes to the strategies.
5. Oversees and integrates Waste Acceptance Criteria (WAC), Waste Analysis Plan (WAP) permits, and other strategic documents necessary for the operation of WIPP, NTS, and other disposal facilities.
6. Reviews and provides recommendations on disposition-related change control actions that impact ongoing activities at EM sites.
7. Implements DOE statutory responsibilities related to the Low-Level Radioactive Waste Policy Amendments Act of 1985, including managing the Manifest Information Management System (MIMS) which supports the states and compacts on Low Level Waste (LLW)/Mixed Low Level Waste (MLLW) disposal matters.
8. Coordinates with DOE programs on waste acceptance issues on High Level Waste (HLW), Spent Nuclear Fuel (SNF) and other materials planned for final disposal in a geologic repository.
9. Conducts technical risk evaluations of HLW, LLW, MLLW, transuranic waste (TRU) and other waste streams.
10. Assists sites in developing business cases based on cost-benefit analysis that recommend the most efficient and effective disposal solutions.
11. Develops risk-based disposal policy and guidance to ensure the safe disposal of EM waste.
12. Leads in the development of options for disposition of commercial Greater than Class C (GTCC) LLW, scrap metals and source disposition.
13. Develops and implements guidance for LLW and MLLW disposal, including assurance of consideration of life-cycle cost data analyses.
14. Co-Leads the TRU Waste Corporate Board and serves as Deputy Chair for the LLW Corporate Board.
15. Leads and coordinates the development of disposition maps for HLW, LLW, MLLW, and TRU and maintains integrated management and disposition strategy documents and tools.
16. Collects and maintains complex-wide LLW/MLLW waste forecast database.
17. Serves as principal representative for EM-1 in excess materials disposition programs. Specifically provides guidance and direction on management of excess uranium, heavy water, and uranium-bearing materials that have future beneficial use or are considered to have potential market value.
18. Responsible for all Headquarters functions under Title X (Uranium/Thorium Reimbursement Program) of the Energy Policy Act of 1992.

## **Office of Deactivation & Decommissioning and Facility Engineering**

## Mission

The mission of the Office of Deactivation & Decommissioning and Facility Engineering (EM-44) is to perform assessments, establish technical criteria, and promote cross-site integration. The office develops guidance and provides support on the deactivation and decommissioning activities across the EM complex. It also conducts technology development programs to address deactivation and decommissioning problems and is responsible for providing technical direction and/or assistance to resolving difficult technical problems associated with D&D. The office also supports the implementation of EM waste and materials disposition activities in the field, except for SNF and SNM.

## Functions

1. Provides support on nuclear reactor facility decontamination and decommissioning (D&D) clean up activities across the EM complex, and other D&D of nuclear and non-nuclear facilities in EM.
2. Provides technical assistance to field elements in solving specific decontamination and decommissioning problems.
3. Conducts technology development activities to address specific decontamination and decommissioning problems.
4. Interfaces with the National Academy of Sciences on issues of decontamination & decommissioning.
5. Conducts risk assessments pertaining to decontamination & decommissioning.
6. Develops and implements the D&D plan for the reactor at University of Arkansas (part of Energy Policy Act).
7. Executes the Uranium Enrichment D&D Fund policies with the exception of the reimbursement activities under Title X of the Nuclear Waste Policy Act.
8. Assures proper application of Residual Radioactivity (RESRAD) codes for building and soils, and baseline risk assessment.
9. Approves authorized limits for the radiological release of real property.
10. Ensures compliance by EM sites with DOE real property orders.
11. Infrastructure reporting (IFI crosscut).
12. Coordinates property transfers and oversees establishing excess land to be reutilized by local communities as "Energy Parks"
13. Manages transfer of excess contaminated facilities and materials from NNSA, SC and NE to EM.
14. Manages Florida International University grant/earmark.

## **Office of Packaging and Transportation**

### Mission

The mission of the Office of Packaging and Transportation (EM-45) is to develop, manage and coordinate policies and procedures for transportation and packaging activities for DOE materials, including hazardous materials (particularly radioactive), substances and wastes; to develop the systems and technologies to ensure transportation and packaging activities are safe, economical,

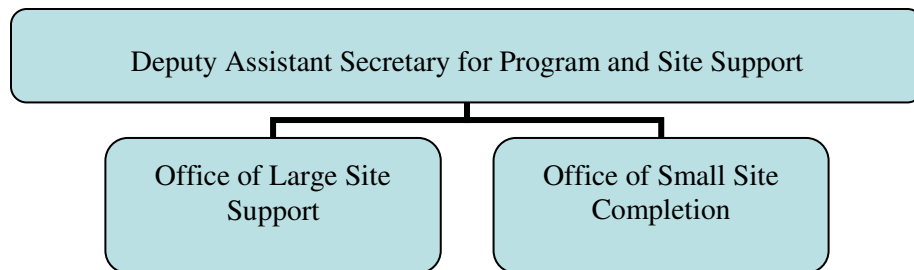


efficient, secure, and meet applicable regulatory requirements; and to resolve transportation and packaging issues safely, economically, and promptly.

### Functions

1. Provides policy decisions, program direction and program development for consistency, uniformity and regulatory compliance of DOE transportation and packaging activities.
2. Provides technical resources and assistance to respond to challenges of Departmental transportation and packaging activities.
3. Develops and maintains integrated transportation and packaging tools for headquarters and field applications. This includes the application of systems and automation technology to support DOE's transportation and packaging activities.
4. Provides transportation and packaging management; develops safety training to meet domestic and international regulations, Safety Analysis Report for Packaging (SARP) analysis and review, implementing implements relevant DOE Orders, guidance and standards.
5. Approves or conducts radioactive material package tests, evaluations and certifications.
6. Reviews and approves requests from field sites for DOE and NRC Certificates of Compliance applications, DOE and U.S. Department of Transportation (DOT) special permits, exemptions, and International Atomic Energy Agency (IAEA) Certificates of Competent Authority.
7. Assists and participates in the development of proposed international, Federal, state, tribal and local transportation and packaging regulations to include comment and supporting analyses.
8. Develops lessons learned based on the analysis of packaging and transportation incidents and accidents.
9. Maintains the Departmental permanent records for packaging certifications, DOT special permits, site emergency management plans, DOE wide rates/service agreements, and campaign specific activities.
10. Provides technical assistance as requested to the DOT in its role as Competent Authority for the U.S. in international deliberations on the transportation and packaging of radioactive materials.
11. Monitors for new regulations, interprets and communicates new requirements to affected EM personnel and sites, advocates EM's position on new or revised regulations to appropriate agencies such as DOT and U.S. Nuclear Regulatory Commission (NRC), and manages all transportation exemptions.
12. Coordinates and communicates with stakeholders, and provides forums for the Department's transportation, packaging, and transportation emergency preparedness activities.
13. Provides the policy decisions, program direction and program development for the Transportation Emergency Preparedness Program.
14. Provides an emergency preparedness training program for Federal, state, tribal and local emergency responders for DOE radiological transportation incidents.
15. Develops and maintains appropriate DOE Orders and Implementation guides for packaging and transportation.

16. Develops and maintains EM's Standards of Motor Carrier Safety, conducts EM motor carrier safety evaluations, publishes EM-approved motor carrier reports, coordinates motor carrier tenders, and supports the Commercial Vehicle Safety Alliance (CVSA)
17. Coordinates classified shipments with the NNSA Office of Secure Transportation, represents transportation on the WIPP Corporate Board, and leads EM's transportation security and shipment tracking efforts



## **Deputy Assistant Secretary for Program and Site Support**

### Organizational Structure

Office of the Deputy Assistant Secretary: 1 ES; 2 GS

Office of Large Site Support: 1 ES; 7 EJ/EK; 5 GS (1 GS\*)

Office of Small Site Completion: 1 ES; 1 EJ/EK; 2 GS

### Mission

The Office of Program and Site Support (EM-50) serves as the EM-HQ advocate for the field sites in achieving program implementation and strengthening program performance. This office assists the Field organizations with long term planning and resource loading needed to enable more efficient and effective implementation of the program at each site. The office coordinates with the Field Offices and EM-HQ program offices to facilitate programmatic and technical issue identification and resolution. This office establishes and maintains effective and consistent communications with field sites and EM-HQ program offices. In addition, the office advises field sites on EM and Departmental policy and strategic initiatives while working to improve integration between Headquarters and the Field.

This office will review operational practices across all field organizations to ensure best practices are consistently applied across the EM complex. This office will act as consultants to all Field managers on innovations and practices at all sites that may benefit all of the managers. This office will provide independent assurances that the field is operating safely and with high standards of engineering excellence.

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\* position(s) not currently filled; person(s) may or may not have been appointed to act in the job

This office has line management accountability for the small sites and is responsible for the transition of non-EM sites to the responsible landlord organizations or to the Office of Legacy Management upon completion of EM activities.

## **Office of Large Site Support**

### Mission

The Office of Large Site Support (EM-51) serves as liaison and as an advocate for operational projects and programs for EM Field Offices to ensure and enable effective implementation of the EM mission in the field. This office works with HQ program offices to facilitate issue resolution at the field sites and to coordinate cross-cutting requests for action to the field. This office provides leadership and guidance between EM-HQ program offices and the field to assist in completion of field site operational activities and programs. The Senior Site Program Managers (SSPMs) are the lead interface between the field sites and program offices and maintain constant communication with field sites. The SSPMs ensure integrated coordination and resolution of specific field site and EM HQ issues, including planning, safety, safeguards and security, technical, programmatic, budgetary, regulatory and other site support concerns. The SSPM's role is to assist the site in providing necessary and timely resolution of crucial Field Office issues and concerns leading to the efficient execution of EM's mission at the sites.

### Functions

1. Serves as HQ advocate for EM large sites (Savannah River, Portsmouth/Paducah, Carlsbad, Idaho, Oak Ridge, Richland, and Office of River Protection).
2. Serves as programmatic and technical lead for field sites and remains cognizant of site operations, metrics and milestones, and emerging issues.
3. Coordinates with HQ program offices and Subject Matter Experts to facilitate and expedite field issue resolution.
4. Provides coordination on all EM cleanup and closure activities at the large sites.
5. Assesses potential adverse impacts to budgets and schedules and provides mitigating strategies to EM senior management with routine communications and periodic status reports of issues, trends, milestones, and performance information.
6. Remains cognizant of baseline performance relative to milestones, deliverables, schedules, and cost and shares complex-wide lessons learned to enhance site performance.
7. Conducts periodic site visits and participates in scheduled field reviews to maintain knowledge of field programs and operations and contractor performance; identifies field issues; and coordinates support actions.
8. Assists the field by coordinating review and approval actions of HQ elements to deliver needed programmatic decisions/approvals.

## **Office of Small Site Completion**

### Mission

The Office of Small Site Completion (EM-52) is responsible for effectively implementing EM responsibilities, obligations, and activities at EM, non-EM and non-DOE sites, not including the EM large sites; and for working with the other EM offices to expedite issues at these sites. This office supports the transition of non-EM sites to the responsible landlord organizations or to the Office of Legacy Management upon completion of EM activities.

### Functions

1. Assists the small sites by coordinating all EM cleanup and closure activities including review and approval actions of HQ entities to deliver programmatic decisions/approvals.
2. Engages stakeholders on site issues. Stakeholders include other DOE-HQ offices (such as SC, LM, NNSA, and NA-56), non-DOE sites, and staff offices on non-EM sites.
3. Assures overall line management accountability for effective implementation of EM responsibilities obligating, and activities at the smaller EM and non-DOE sites.
4. Coordinates with HQ program offices and Subject Matter Experts to facilitate and expedite field issue resolution.
5. Expedites baseline analyses and validation reviews, including validation of earned value management systems. Reviews/approves all baseline changes from small sites prior to HQ configuration control board action.
6. Evaluates EM policy to improve project baseline capture and performance.
7. Evaluates progress and performance against appropriate standards, project baselines, and data compiled in performance metrics.
8. Supports Ten Year Site Plan development/review cycle
9. Utilizes master EM Integrated Schedule to ensure the logical sequencing of complex-wide capabilities required to accomplish EM missions.
10. Anticipates risk avoidance and engages others in activities to improve identification, planning, management and risk mitigation as needed.
11. Works with sites and HQ to proactively support the budget formulation and execution.

## Office of Chief Business Officer

### Office of Chief Business Officer

#### Organizational Structure

Immediate Office of the Chief Business Officer: 1 ES, 1 SL; 2 GS\*

#### Mission

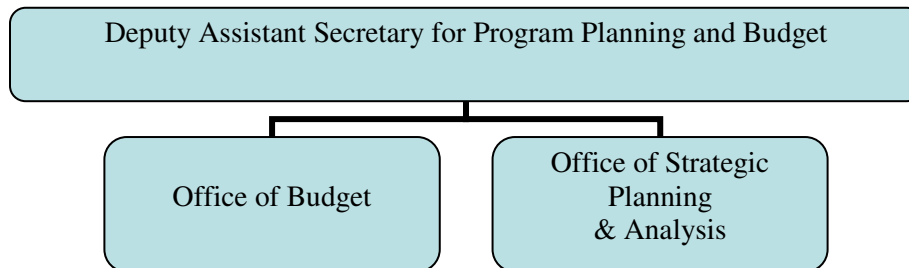
The mission of the Chief Business Officer (EM-4) is to manage, integrate and coordinate planning and support for the Office of Program Planning and Budget, Office of Human Capital and Corporate Services, Office of Acquisition and Contract Management, and the Office of Management Systems and Analysis. This effort focuses on the systematic collection of information about a wide range of EM activities and outcomes of programs, thus allowing EM leadership to make judgments about the program, improve effectiveness and efficiency, and make informed and actionable decisions about future program strategies. The Office is responsible for directing the management of acquisition, procurement contracts, and a comprehensive contract performance evaluation process for the Environmental Management program. The Chief Business Officer also directs corporate business improvement activities.

#### Functions

1. Manages overall EM budget formulation, presentation, execution, and review activities; oversees EM strategic planning requirements and objectives into the EM budget process.
2. Manages the coordination and tracking of reports to Congress.
3. Responsible for policy and guidance for EM on Presidential and Secretarial Initiatives in Human Capital.
4. Oversees all activities associated with EM Human Capital Management Plan.
5. Oversees EM Information Technology (IT) policies, standards and procedures.
6. Manages the development of the EM acquisition strategies and implementation of procedures for consistent application of requirements across EM program and project activities.
7. Oversees the dissemination on Departmental policies on Contractor Pensions/Benefits.
8. Directs analysis of EM management and business practices and continuous business improvements.
9. Oversees all business services for EM-HQ, including the Correspondence Center and logistics/facilities management.

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\* position(s) not currently filled; person(s) may or may not have been appointed to act in the job



## **Office of the Deputy Assistant Secretary for Program Planning and Budget**

### Organizational Structure

Office of the Deputy Assistant Secretary: 1 ES; 3 GS (1 GS\*)

Office of Budget: 1 ES; 15 GS (1 GS\*)

Office of Strategic Planning and Analysis: 1 ES; 12 GS (1 GS\*)

### Mission

The mission of the Office of Program Planning and Budget (EM-60) is to manage, integrate and coordinate planning and budget support for the Office of Environmental Management. This support includes budget development and execution, as well as strategic planning.

## **Office of Budget**

### Mission

The mission of the Office of Budget (EM-61) is to manage the formulation, justification, and execution of the EM budget, provide programmatic guidance and direction, resource allocation, and ensure compliance with the budget process and all budgetary reporting requirements of the Financial Integrity Act.

### Functions

1. Manages overall EM budget formulation, presentation, execution, and review activities; develops and issues the EM budget call; and oversees the integration of EM strategic planning requirements and objectives into the EM budget process.
2. Manages and coordinates the justification and allocation of EM program resource and funding requirements and executes revised resource allocation plans consistent with approved programmatic and resource requirements and funding levels.
3. Evaluates overall EM budget processes to ensure their effectiveness and compliance.
4. Prepares funding status reports and accounting/allocation reports to enable evaluation of expenditures against mission-specific goals, objectives and metrics.
5. Implements the Financial Integrity Act requirements.

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\* position(s) not currently filled; person(s) may or may not have been appointed to act in the job

6. Tracks and monitors implementation of Congressionally-directed projects identified in the appropriations language.
7. Implements the Payment in Lieu of Taxes (PILT) provisions.
8. Tracks all Congressional funding levels, issues, and appeals.
9. Development and submission of Construction Project Data Sheets (CPDS).
10. Reviews the budget to ensure effective federal oversight of all EM operational and construction activities to achieve and maintain excellence in complex-wide safety performance.

## **Office of Strategic Planning and Analysis**

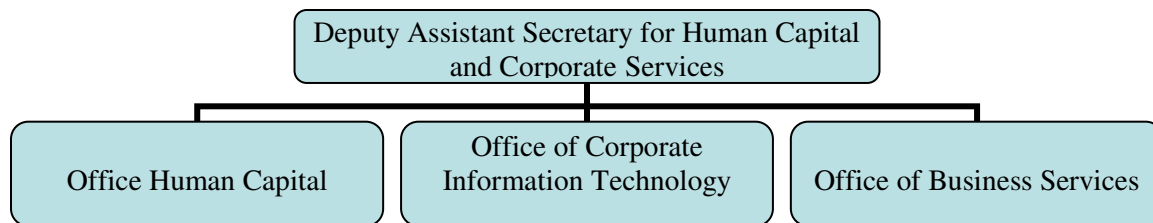
### Mission

The mission of the Office of Strategic Planning and Analysis (EM-62) is to perform strategic planning and critical analysis for the EM mission. It is also responsible for developing performance measures and ensuring that those standards are met, and to support all Congressional deliverables. It is also responsible for cleanup end states and transition of completed EM sites to other organizations.

### Functions

1. Develops analytical tools and procedures for defining and evaluating the quality of Environmental Management performance and achievement of planned goals and objectives.
2. Develops and coordinates strategic planning and Five Year Plan documents and guidance packages which support update of life-cycle cost, scope and schedule for the risk reduction and cleanup program.
3. Performs critical analysis and integration of DOE and EM strategies and initiatives, and recommend alternative solutions to improve DOE-wide and EM plans.
4. Conducts activities necessary to ensure that EM meets Government Performance and Results Act (GPRA) requirements.
5. Maintains systems and processes for configuration change control, and prepares all related documentation.
6. Develops appropriate EM performance metrics, and creates and maintains the corporate level performance measures which provide a periodic update of key performance measures used by EM to manage its projects.
7. Tracks legislative proposals; reviews and analyzes National Defense Authorization Act, other authorizing legislative proposals, and DOE Congressional reporting requirements for EM.
8. Manages the EM “question and answer” process in response to Congressional testimony.
9. Coordinates the development and presentation of testimony on budget issues and review of hearing transcripts.
10. Leads the coordination and tracking of reports to Congress.
11. Responsible for policy, planning and analysis for transition of EM sites to the Office of Legacy Management and other landlords.
12. Manages and coordinates development and definitions of end states for EM sites.

13. Develops and executes schedule Enterprise System (P6) corporate platform for management of life-cycle scope of program.
14. Lead for cost estimation policy and procedures, as well as an advocate for the cost estimation center at the EM Consolidated Business Center (CBC).



## **Deputy Assistant Secretary for Human Capital and Corporate Services**

### Organizational Structure

Office of the Deputy Assistant Secretary: 1 ES; 3 GS  
Office of Human Capital: 1 ES; 22 GS (1 GS\*)  
Office of Corporate Information Technology: 1 ES; 9 GS  
Office of Business Services: 17 GS

### Mission

The mission of the Office of Human Capital and Corporate Services (EM-70) is four-fold: 1) the development and implementation of the EM human capital program; 2) the development and implementation of EM's information technology and cyber security programs; 3) the management of human resources liaison services; and 4) business services support.

The DAS oversees the development of a strategic human capital model for the EM Complex. EM is committed to building a high-performing organization and implementing an integrated approach to strategic management of its human capital in accomplishing our challenging cleanup mission. The DAS is responsible for integrating human capital management strategies into all aspects of our decision-making processes. The DAS is involved with creating new organizational structures and programs to become a high performing organization, focusing on successful execution of our contracts and facing the challenge of an aging workforce and succession planning.

The DAS advises EM and the Department on matters related to standards and procedures for cyber security, IT capital investment planning, and management support services. The DAS is responsible for a wide range of information technology (IT) and administrative services which includes but is not limited to: planning and budgeting for systems development; initiating and implementing all major systems development efforts; developing and integrating EM cyber

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\* position(s) not currently filled; person(s) may or may not have been appointed to act in the job



security Mission Protection Program; integrating EM financial and business management systems; maintaining the financial/business systems infrastructure, including systems software modification and maintenance; maintaining compatibility among the business management systems to facilitate electronic exchange of information; and establishing and implementing requirements for systems standardization.

## **Office of Human Capital**

### Mission

The Office of Human Capital (EM-71) ensures that EM has the workforce necessary, both now and in the future, to accomplish the cleanup of the Department of Energy's (DOE) sites. The Office ensures that the human capital program is aligned with refining and improving internal business processes in the areas of safety, environmental compliance and remediation, project management, performance, occupational health, contract planning and execution, and human capital.

The Office forecasts what competencies the EM workforce of the future will require to achieve mission success and the anticipated challenges as the organization moves from a "siloe" internally focused culture to one that requires more partnerships, results and matrix-management orientation, and integrated performance. The Office provides objective data for organizational results, stakeholder satisfaction, and employee perspectives which are critical in improved management, identifying improvement opportunities and program performance comparison. It builds measures and risk indicators for EM Human Capital Management that allows the leadership team to make fact-based decisions and identifies risk factors involving their human capital. It oversees development and design of human capital prototype programs such as the Professional Development Corps, Executive Mentoring program, EM diversity initiatives and EM Leadership Excellence Program designed to improve senior executive leadership at EM sites and Headquarters through focused follow-on leadership/management training and development activities. The Office provides extensive human resources liaison and advisory services in the area of recruitment and retention strategies, classification, organizational structure, employee and labor relations, performance management and recognition programs.

### Functions

1. Develops policy and guidance for EM on Presidential and Secretarial Initiatives in Human Capital.
2. Develops EM's Human Capital strategy and measures and monitors the strategy's effectiveness.
3. Develops and designs human capital programs such as the Executive and Leadership Competency program, to improve EM management.
4. Conducts organizational assessments to determine effectiveness and develop alternative solutions to address improvement needs.
5. Coordinates and oversees all activities associated with the EM Human Capital Management Plan, including workforce development, skills and competency analysis,

- internship programs, special recruitment incentives, talent management, organizational effectiveness, budget linkage, diversity strategy, minority education, and future planning.
6. Develops programs for federal workforce transition at EM closure sites and workforce planning for start up programs. Evaluate federal workforce needs and assists sites in developing strategies to right size and maximize the existing workforce while meeting mission needs.
  7. Coordinates reorganization activities at EM Headquarters.
  8. Responds to management challenges that are a direct result of EM responses to identifying need for human capital management improvement.
  9. Manages the EM full time equivalent process and in consultation with the budget office, projects and adjusts FTE ceilings across the complex to meet mission needs and human capital strategies. Develops and recommends policy on hiring and development.
  10. Coordinates EM FAIR Act inventory submissions and advises sites each year as to management strategy in preparing the submissions.
  11. Coordinates all Executive Resources Board submissions for all executive level positions across the complex.
  12. Advocates for top management in the approval process and interfaces with the Departmental Human Resources staff on all actions.
  13. Develops and communicates executive performance management program, consistent with the Departmental program(s) and with other requirements.
  14. Coordinates the annual SES closeout and Performance Review Board submissions.
  15. Manages the HQ/HR operational liaison activities, including all hiring actions, performance management for HQ employees, labor relations interface, recognition and awards programs, and all advisory services to HQ managers.

## **Office of Corporate Information Technology**

### Mission

The Office of Corporate Information Technology (EM-72) serves as the principal advisor for the Environmental Management (EM) program on matters related to policy, standards and procedures for EM's information technology (IT) strategic planning, enterprise architecture, IT capital planning and investment control, IT project management, IT portfolio management, records management, administrative and mission systems development and support, Internet, Intranet, Web content, information security and assurance, system certification and accreditation, video and web conferencing, IT equipment inventory, peripheral and mobile device management, and EM's partnership with the Departmental Office of the Chief Information Officer (OCIO) on the Department of Energy's Common Operating Environment (DOE COE). The Director provides technical advice and assistance to the Assistant Secretary for EM and other top EM leaders and senior managers to ensure that information technology is acquired and information resources are managed in a manner that implements applicable policies, procedures and legislation, including the Paperwork Reduction Act, the Clinger Cohen Act, and the Federal Information Systems Management Act (FIMSA); e-government initiatives; and other priorities established by the Assistant Secretary for EM, the Under Secretary of Energy, and the Secretary. Led by the Director of Corporate Information Technology, this Office is the principal change

agent for EM IT initiatives to effectively plan and manage information and IT assets that provide for corporate systems that add value to the business lines and support the mission of EM.

### Functions

1. Ensures the confidentiality, integrity, and availability of EM information and systems.
2. Manages mission-related IT programs and needs and ensures the IT investments are identified and justified to support the EM budget process.
3. Ensures mission-related IT system architecture is consistent with Government-wide and DOE standards and drives IT decision-making.
4. Ensures mission related systems information is reported through OMB processes.
5. Provides video and web conferencing services to EM Headquarters (HQ).
6. Develops and oversees EM's IT Strategic Plan and ensures IT activities and systems follow applicable policies, standards and procedures in supporting EM and Departmental Mission and business strategies.
7. Ensures compliance with FISMA and Departmental policy through site assessment and assistance visits.
8. Serves as the Certification Agent for EM Field Site IT systems.
9. Manages EM's HQ records program to reduce risk relative to litigation, privacy issues, and Freedom of Information Act (FOIA) requests associated with EM HQ electronic and paper-based records.
10. Inventories EM's HQ IT equipment.
11. Manages EM's HQ peripherals and mobile devices.
12. Initiates and develops plans to be used for contractor support and systems operation.
13. Manages the development and support of EM HQ mission systems, the EM Communications Portal, and the EM HQ public-facing website.
14. Serves as the liaison to OCIO on IT, IT security, and DOE COE matters

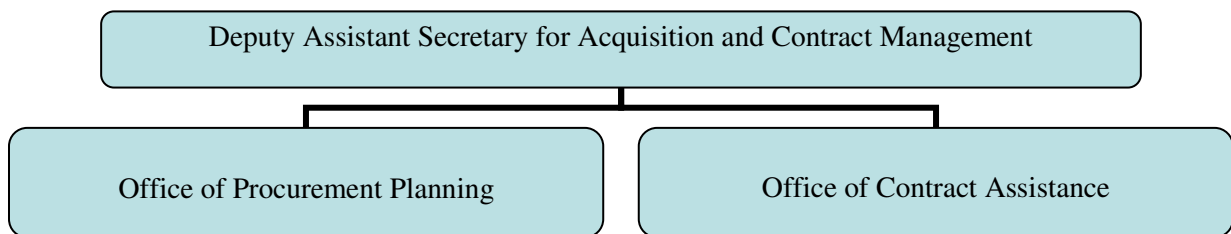
## **Office of Business Services**

### Mission

The mission of the Office of Business Services (EM-73) is to advise EM on matters related to standards and procedures for management support services and provide administrative direction in the areas of Headquarters business services, to include: procurement and contract administration; federal purchase cards; foreign travel; employee relocation; space and logistics; executive correspondence; employee travel cards, oversight of the review and comment (REVCOM) system for Departmental Directives, conference management and Freedom of Information Act. The Office provides advice and assistance to the Deputy Assistant Secretary, top EM leaders and other senior managers to ensure that business services are managed in a manner that implements the policies and procedures of legislation, including the Paperwork Reduction Act and the Clinger Cohen Act; the e-government initiative of the President's Management Agenda (PMA); and, the priorities established by the Assistant Secretary.

### Functions

1. Manages the EM Correspondence Center and ESTARS system. Ensures professional quality control of EM Correspondence Control activities and development of procedures to support HQs business processes.
2. Manages Headquarters support services contracts, procurement and contract administration, small business program activities, grants, Interagency Agreements, and other financial instruments, including the federal purchase card program.
3. Coordinates the review and approval process for EM HQ domestic and foreign travel and employee permanent change of station moves.
4. Provides logistics and facilities support including space management; employee office relocations; and requisition of supplies and equipment.
5. Serves as EM's liaison for Freedom of Information Act (FOIA) requests made to EM Headquarters. Researches and interprets FOIA guidelines and policies to provide advice and guidance and coordinates and tracks EM's responses.
6. Serves as EM's liaison for REVCOM activities. Coordinates and provides oversight of the review and comment (REVCOM) system for Departmental orders.
7. Serves as EM's liaison for employee government Travel Card. Provides guidance and support to employees



### Organizational Structure

Office of the Deputy Assistant Secretary: 1 ES; 1 EJ; 2 GS

Office of Procurement Planning: 1 ES; 1 EJ; 12 GS

Office of Contract Assistance: 1 ES; 14 GS (1 GS\*)

### Mission

The mission of the Office of Acquisition and Contract Management (EM-80) is to assure effective acquisition and contract management in the execution of the EM program. It is also responsible for developing and implementing site and project specific acquisition and contract strategies, interacting with the Consolidated Business Center (CBC) and assisting with the execution of cleanup and closure contracts including the execution of all cleanup and closure contracts in the field. The DAS serves as the EM Head of Contracting Activity with primary interface with DOE's Office of Procurement and Assistance Management.

### **Office of Procurement Planning**

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\* position(s) not currently filled; person(s) may or may not have been appointed to act in the job

## Mission

The mission of the Office of Procurement Planning (EM-81) is to assure that there is adequate long-range and strategic planning and preparation for the future execution of the EM program. This includes developing business solutions using contract strategies to accomplish the EM mission. Development of business solutions includes conducting strategic planning, contract strategy development, and adequate procurement planning to achieve Critical Decision milestones. It is the lead office for overall EM acquisition strategy, as well as the lead to coordinate site and project specific acquisition and contract strategy. It develops policies and procedures for the implementation of common business practices. It interacts with and supports the CBC on major procurements.

## Functions

1. Manages the development of the EM acquisition strategies and implementation of procedures for consistent application of requirements across EM program and project activities.
2. Ensures there is adequate long-range and strategic acquisition planning and preparation for the future execution of the EM program.
3. Identifies opportunities for Small Business and serves as the EM Small Business advocate.
4. Defines the need for new contracts and projects within EM program. Works with field offices as they develop the mission need for new scopes of work.
5. Conducts the preliminary acquisition planning necessary to proceed with new scopes of work.
6. Supports the Acquisition Planning and Source Selection Process through participation on the IPTs by providing guidance and assistance in the use of innovative procurement and business practices, and common procurement processes.
7. Provides support for procurement business clearance approval and makes recommendations to the HCA concerning procurement strategies, procurement packages, and procurement analyses.
8. Identifies trends in contracting practices across the complex, which are impacting EM effectiveness; develops lessons learned and corrective actions to address deficiencies.
9. Develops and issues guidance on contract language, report format, and level of analyses to ensure greater consistency for EM acquisitions.
10. Develops procurement and acquisition strategies for the EM complex and unique sites and projects.
11. Coordinates Departmental policies on Contractor Pensions/Benefits, assures implementation of these policies in acquisitions, and analyzes and prepares response to related issues.
12. Develops policies, procedures and guidance for procurement matters ensuring consistency and efficiency of the acquisition planning and procurement function.

## **Office of Contract Assistance**

### Mission

The mission of the Office of Contract Assistance (EM-82) is to assist, manage, integrate, coordinate, and oversee the execution of post-award contract administration awards and documentation within the EM program. This includes the execution of all cleanup/remediation contracts; demolition, disposal and site closure contracts in the field as well as complex-wide. This Office serves as the focal point within EM on all post-award contract execution and contract administration matters, including reporting and contract data accountability. The Office of Contract Assistance interfaces with the DOE Office of Procurement and Assistance Management (OPAM) in all contract execution decisions within EM. The staff supports and serves as the focal point in assisting the EM Head of Contracting Activity (HCA) in the promulgation of HCA policies and procedures, development of internal control tools, and responding to executive level correspondence.

### Functions

1. Manages the assistance and oversight process for all contract post-award activities, including the execution of contract modifications, change orders, Request for Equitable Adjustments (REA), etc., of the EM contract portfolio.
2. Assists in the coordination and integration of post-award contractual efforts between the field offices, OPAM, EM-HCA and the EM-Consolidated Business Center (CBC).
3. Provides technical assistance, acquisition program guidance and interfaces with the CBC and the field offices across the complex in sound contract management of EM contracts and programs.
4. Serves as a liaison between the project management offices, the DOE Senior Procurement Executive, OPAM and field contracting offices in the resolution of issues for post-award contract documents submitted for Business Clearance.
5. Evaluates contract performance and DOE contract management and takes all necessary actions for problem resolution.
6. Assists the Contracting Officers in the development of complex contract modifications, change orders, REA related to cost, schedule, fee and departmental liabilities which requires Contract Fee Board review.
7. Participates on Independent Project Teams, Procurement Management Reviews and Acquisition Management Review teams, providing senior level contract management expertise as required.
8. Provides assistance to the management of EM's Government Furnished Equipment/Property (GFE/P) system, Pensions and Benefits, Contracting Officer Representative and FAC-C Certification programs.
9. Assists the HCA in the oversight, verification, validation and implementation of procurement and contracting audit findings and recommendations from the General Accountability Office and the Office of Inspector General.
10. Interfaces with the field contracting offices and Headquarters liaisons for Workforce Restructuring requirements.

11. As required, develops White Papers, decision documents, internal contracting policies and procedures for streamlining and improvement of the EM acquisition programs.
12. Assists the Field sites in the proper implementation of new contract policies and procedures, thereby ensuring consistent application and program efficiency.
13. Develops cross-cutting solutions for complex-wide contract management problems within the post-award environment.
14. Assists in the parallel review of multi-billion dollar Cost-Plus-Award-Fee, Cost-Plus-Incentive-Fee contractual documents; and participate on decision making boards for contract alignment, fee reduction and fee approvals, as required.

#### Office of Management Systems & Analysis

### Office of Management Systems & Analysis

#### Organizational Structure

Office of the Director: 1 ES; 1 EJ; 8 GS

#### Mission

The Office of Management Systems & Analysis (EM-4.1) serves as the single focal point for management analysis of all systems, processes and practices supporting the EM mission. The Office ensures effective and efficient business and management systems, processes and practices are developed and employed in EM, and facilitates EM business and management improvement efforts. The Office analyzes the functional capabilities of the organization to ensure proper alignment of authorities and responsibilities between Headquarters and the Field in the execution of the EM mission. The Office also manages the EM organizational assessment process to measure achievement and maintenance of High Performing Organization status. Further, the Office coordinates with external organizations, such as the Government Accountability Office (GAO) and the National Academy of Public Administration (NAPA), and internal organizations, such as the Inspector General (IG), to facilitate their independent reviews of EM and to ensure closure of EM responses to their recommendations.

#### Functions

1. Analyzes critical EM business and management systems, processes, procedures and practices; identifies best practices and fosters implementation throughout EM.
2. Facilitates and coordinates EM's continuous process improvement (CPI) enterprise.
3. Directs the coordination of GAO and IG audits, inspections, and investigations. Serves as EM's coordinator for GAO and IG actions and facilitates all EM activities associated with the closeout of audit report findings and recommendations.
4. Develops and maintains the EM Standard Operating Policies and Procedures (SOPPs).
5. Manages the policy directive system and coordinates EM's response to DOE directives.

6. Coordinates and tracks the implementation of EM management initiatives, including Environmental Management Advisory Board (EMAB) and National Academy of Public Administration (NAPA) recommendations.
7. Provides administration transition support.
8. Plans, coordinates, and analyzes the annual Field Site and Headquarters self-assessments.
9. Ensures implementation of EM management initiatives across the entire organization.
10. Maintains the IPABS management tool and related data bases.